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Office Memorandum • UNITED STATES GOVERNMENT

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TO : Chief, Procurement Division

DATE: 20 December 1954

FROM : Chief, Contract Branch

SUBJECT: Suggested Items for Change in Policies

In accordance with your request, the following suggestions are made which in the opinion of the undersigned, if adopted, would result in better operations for the Agency.

a. No Year Money

That the Agency include in its budget request to Congress a stipulation that the appropriation be what is commonly termed "no year money". Advantages of this are obvious and have apparently been proven to the satisfaction of the Congress since it has heretofore approved certain appropriations for the Department of Defense on a no year basis. If such money could not be obtained across the board for all appropriations, at least it should be requested for our research and development work. This suggestion could be implemented thru the legislative liaison officer in the Office of General Counsel.

b. Tentative Obligation of Requisitions

A procedure should be established within the Agency for the tentative obligation of funds on all requisitions issued for purchasing purposes. This procedure has been of great value in control of funds in the Department of the Army to my knowledge, and I believe also in the Departments of Navy and Air Force. In addition to the advantages that would accrue to the persons responsible for the control of expenditures, it would be beneficial, in a narrower sense, to the Procurement Division since the Division could be certain that funds were available and had been earmarked when it receives the requisition rather than after the procurement have been consummated or about to be consummated as is presently done. Since the requisitioning office does not in most cases apply a monetary value to

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an individual requisition there can be hundreds of thousands of dollars worth of requisitions in process between the time that the requisitioning office issues the requisition and the lead time required before obligation of the requisition. This would also eliminate those cases, even though few in number, where it was found at the time of issuance of the contract that the funds were not available.

c. Lengthy Clearance of Potential Employees

The efficiency of the Agency as a whole and every component therein could be substantially improved by finding some means, and there must be some means, for reducing the extremely and apparently long period of time for clearance of a potential employee after a recruitment request is issued for him. It is not necessary to belabor the point that the work that goes along with the position to be filled, is efficiently accomplished during the long period that the position remains vacant while the clearance procedure goes on and on month after month.

d. Filling Position with Unqualified Personnel

It is believed that the efficiency of the Agency would be improved by eliminating the present practice of filling a position with a person of lower GS, and who does not have the qualifications to perform the duties of the position. This practice occurs at most grade levels, but a specific example is given in those cases where a position is classified for a GS-5 Clerk-Stenographer, which position would obviously require experience in order to properly fill the duties thereof, but in lieu of such experience, a position is filled by an 18-year old person who has just graduated from high school, and has no working experience whatsoever. It should be obvious that when you need a "tool" of GS-5 calibre to do certain work but you are given a "tool" that is only a GS-3 calibre, that the workmanship produced by such a "tool" will prove to be inferior in most cases.

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